

직무관련 지식의 공유에 영향을 미치는 요인

Critical Factors in Job-Related Knowledge Sharing

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요 약

기업이 계속 존속하기 위해서는 조직구성원들이 가진 지식을 공유할 수 있는 다양한 방법을 모색해야 할 것이다. 그러나 조직 내의 개인들이 가치있는 지식을 공유하도록 동기부여하는 최선의 이슈는 아직 완전히 해결되지 않고 있다. 이 연구는 지식경영시스템에서 조직구성원들이 지식을 공유하는데 영향을 미치는 요인들을 파악하기 위해 수정기술수용모형에 외부변수로 조직문화와 시스템품질을 추가한 구조방정식모형을 연구모형으로 제시하고 검증하였다. 연구결과, 본 연구에서 제시한 수정기술수용모형은 적용가능성이 입증되었고, 경영층 지원, 보상시스템 및 조직분위기 등으로 측정된 조직문화는 지각된 유용성에 직접적으로 영향을 미치고, 또한 기술요인으로 제시한 시스템품질은 이용편리성에 직접적으로 영향을 미치는 것으로 나타났다. 또한 조직문화와 시스템품질은 지각된 유용성과 태도를 통해 지식공유의도에 간접적으로 영향을 미치는 것으로 나타났다. 이 분석결과를 바탕으로 토의와 함의를 제시하였다.

키워드 : 지식공유, 지식경영시스템(KMS), 기술수용모형

I. Introduction

Knowledge is a fundamental asset for firms in the contemporary economy(Sambamurthy and Subramani, 2005). Several studies have been conducted to explore its nature, importance, enhancement, reuse, coordination and transfer, since the ability to create, acquire, integrate and deploy knowledge has emerged as an essential organizational capability. One of the popular topics nowadays in managing knowledge is how it will be shared or what factors will facilitate knowledge sharing within an organization. Knowledge sharing, then, is becoming an important issue

for companies. Indeed, it is critical for organizations that wish to use their knowledge as an asset to achieve a competitive advantage. As such, Knowledge Management Systems(KMS) are the primary enablers of knowledge sharing in an organization.

The supply-side issue of knowledge sharing has been the focus of most interest and research: that is, how to motivate people to share. Previous studies theorized that organizations generally rely on either formal supervisory controls or more general organizational support to motivate knowledge sharing. Examples of the former are guidelines that specify the appropriate sharing behavior and the monitoring of the

knowledge that individuals provide to a KMS(Perlow, 1998). Illustrative of the latter is the development of cultural norms that promote knowledge sharing (Alvesson, 1993).

A few empirical studies have been conducted with regard to the development of knowledge sharing models. Ryu *et al.*(2003) investigated the factors affecting a physician's knowledge sharing behavior within a hospital department by employing two existing theories, namely the Theory of Reasoned Action (TRA) and the Theory of Planned Behavior(TPB). Bock *et al.*(2005) established an integrative understanding of the factors supporting or inhibiting individuals' knowledge-sharing intentions. Also, Galleta *et al.*(2002) explored the direct and interactive effects of managerial control cues, group identification and social value orientation on knowledge sharing. But few empirical studies on establishing job-related knowledge sharing models in knowledge management systems have been conducted.

This paper aims to provide a sharing model on job-related knowledge. Also, it intends to look for the factors that facilitate knowledge sharing among individuals in an organization. Employees generally take their talents and skills away with them the moment when they walk out of an organization, when they are transferred to another department or branch, or when they resign and leave the company. And so, there is a need to share the knowledge that employees have accumulated with other people within the organization. Employees should share their experience and knowledge of their work to enhance the organizational performance.

This article proceeds as follows. As a background to this study, we reviewed the concept of knowledge sharing and the Technology Acceptance Model(TAM). Following this, we presented the research model, hypotheses and methodology. Then, the results and dis-

ussion were explained in section V. And finally, we concluded with the contributions, managerial and technological implications, and limitations of this study.

II. Theoretical Background

Knowledge is defined as the boundaries encompassing job-related entities(such as operational thoughts, behaviors, standard operation procedures, organizational routines, and competitor and customer knowledge) and the individual's insights and past working experience which is relevant to the current job (Yang, 2004).

Knowledge sharing can be described usually as the dissemination of information and knowledge through a whole department and/or organization. The definition provided by Foy(1999) is "facilitating learning, through sharing, into usable ideas, products and processes."

Allee(1999) promotes knowledge as increasing in value because 'knowledge expands with use', and says, 'sharing knowledge allows both parties not only to retain the resource but to amplify and expand it through the exchange process itself.' Camerio(2001) supports Allee's comment, saying, 'In some organizations, information sharing should be stimulated, because it is one of the most important tools of creativity and, moreover, intellectual assets, unlike physical assets, increase in value with use.' The importance of knowledge sharing is also referred to in the literature by a number of writers such as Davenport and Prusak(1998), Kluge *et al.*(2001), Metcalf and Grant(2002), and Wright and Taylor(2003). Sharing knowledge within organizations provides the opportunity to discuss know-what and know-how practices to direct the organization.

The term knowledge management systems refers to a(generally IT-based) system for managing knowl-

edge in organizations, and supporting the creation, capture, storage and dissemination of information. It can comprise a part (neither necessary nor sufficient) of a knowledge management initiative; and it can be defined also as a comprehensive ICT platform for collaboration and knowledge sharing with advanced knowledge services built on top that are contextualized and integrated on the basis of a shared ontology, and then personalized for participants networked in communities.

The technology acceptance model is an influential extension of Ajzen and Fishbein's theory of reasoned action. It was introduced and developed by Fred Davis in 1986 (Davis *et al.*, 1989). The TAM is a model derived from a theory that addresses the issue of how users come to accept and use a technology. The most distinctive feature of the TAM is that it is specific and simple. That is, the TAM uses a salient belief set (i.e. perceived usefulness (PU) and perceived ease of use (PEU)) that is consistently applicable across various situations. Perceived usefulness is defined as "the degree to which a person believes that using a particular system would enhance his or her job performance." (Davis *et al.*, 1989) On the other hand, perceived ease of use is defined as "the degree to which a person believes that using a particular system will be free of effort" (Davis *et al.*, 1989). The model suggests that when users are presented with, for instance, a new software package, a number of variables influence their decisions about how and when they will use it.

The TAM uses the TRA as a theoretical basis for specifying the causal linkages between the two key features: perceived usefulness and perceived ease of use, and users' attitudes, intentions and actual use. The TAM is considerably less general than the TRA, having been designed to apply only to computer usage behavior (Davis *et al.*, 1989). But it can be readily extended to apply to any type of technology.

III. Research Model and Hypotheses

The objective of this paper is to establish a knowledge sharing model which would account for factors influencing an employee to share job-related knowledge within an organization.

The technology acceptance model served as the basis of the research model. The TAM works best in explaining the user's computer usage behavior when aimed at a specified system under organizational settings. Based on the nature of the TAM, it is just proper to use it for this study among other intention-based models (theory of reasoned action and theory of planned behavior). Also, from the study of King and Marks (2008), system variables, such as use and usefulness, appear to have important moderating effects on an individual's sharing behavior through a KMS.

The research model is based on the technology acceptance model. It is composed of the perceived usefulness, perceived ease of use, attitude and intention constructs and added two external variables. These are categorized into two factors: the one is organizational culture composed of the management support, rewards, and organizational climate factors, the other is system quality. However, the actual use factor was excluded in the model.

3.1 Hypothesis of the Relationship between Organizational Culture and Perceived Usefulness

Organizational culture can be defined as the shared, basic assumptions that an organization learnt while coping with the environment and solving the problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems (Park *et al.*, 2004).

Organizational culture has certain critical factors and concepts. We included management support, rewards and organizational climate (communication and organizational structure) to comprise organizational culture. Management support can be defined as the provision of necessary support by the management for the adoption of a technology/system. Also, it is defined as a construct or measure of the degree to which individuals perceive that their organization has a strong commitment to them, in which case they are likely to have a strong commitment to it. Rewards are factors that serve to reinforce the desired behavior: something positive that follows a desired response and acts to encourage the desired behavior. Research and experience demonstrate that rewards are important components of any deal between an organization and its employees. Organizational climate is composed of two elements: communication and organization structure. We believed that the two items are related to one another. The structure of an organization depicts or predicts how communication happens.

Perceived Usefulness (PU) is a user's subjective probability that using a specific application system will increase his or her job performance. Organizational culture affects how an individual recognizes the usefulness of a certain object or activity. If there are no management support and rewards, and a bad organizational climate exists in the company, the employee's PU will be low. Thus,

H1: Organizational culture will positively affect perceived usefulness.

3.2 Hypothesis of the Relationship between Systems Quality and Perceived Ease of Use

In the initial paper of DeLone and McLean (1992)

regarding information systems success they defined system quality (SQ) as the quality of the "processing system itself." And in Seddon's (1997) part, it is referred to as being "concerned with whether or not there are 'bugs' in the system, the consistency of the user interface, ease of use, quality of documentation, and sometimes, quality and maintainability of the system code."

Perceived Ease of Use (PEU) was defined by Davis as "the degree to which a person believes that using a particular system will be free from effort" (Davis *et al.*, 1989). Clay *et al.* (2005) differentiated this from system quality that refers to aspects of the system such as the human interface design. A system may be supremely reliable, in that it performs the requested operations on time, every time; however, the way in which the user interfaces with the system may be awkward resulting in low perceived ease of use while being very reliable and having a high system quality. Systems that tend to exhibit ease of use are those that are clear and understandable and that require little mental effort to use. Thus, in this paper the following is hypothesized:

H2: System quality will positively affect perceived ease of use.

3.3 Hypothesis of the Relationship between Endogenous Variables

In the technology acceptance model, perceived usefulness is believed to affect the attitude factor. Thus, the following path is posited. Ajzen (1988) described attitude as a pre-disposition to respond favorably or unfavorably to an object, person, event, institution, or another aspect of the individual's world. Ajzen's definition of attitude emphasizes the notion of evaluation (e.g. pro-con, positive-negative, favor-

able-unfavorable). To this extent, Melone(1990) tailored this definition to IS research so that a user attitude can be defined as: “a predisposition to respond favorably or unfavorably to a computer system, application, system staff member, or a process related to the use of that system or application.”

When an individual finds the system to be useful, this will reflect to or affect his attitude toward that system. Therefore,

H3: Perceived usefulness will positively affect attitude.

Likewise, perceived usefulness was hypothesized to influence directly intention. Intention is defined as a determination to act in a certain way. In the technology acceptance model, intention is determined by the person’s attitude towards the use of the system and also by his perception of its utility. According to Davis(1989), the attitude of an individual is not the only factor that determines his use of a system, but is also based on the impact which it may have on his performance. Therefore, even if an employee does

not welcome an information system, the probability that he will use it is high if he perceives that the system will improve his performance at work. And so, the intention to share is said to be determined by the perceived usefulness. Therefore,

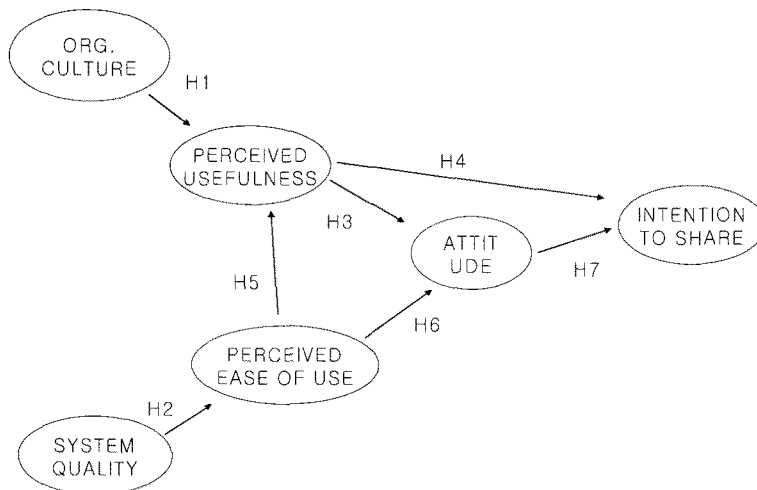
H4: Perceived usefulness will positively affect intention to share.

Also, Davis’ TAM shows that perceived ease of use is related to perceived usefulness. That is, when a person identifies the easiness of using a system, he will perceive it as useful also. And so, the following was hypothesized:

H5: Perceived ease of use will positively affect perceived usefulness.

Also, PEU is postulated to determine the attitude factor, together with PU. Therefore,

H6: Perceived ease of use will positively affect attitude.



〈Figure 1〉 Research Model

The TAM also posits that attitude influences the intention to share. If the employee responds favorably to the system, he will have the intention to share it with someone else. On the other hand, if he takes it unfavorably, he will act in the other way, that is to say, not to share. And so, it was hy-

pothesized that:

H7: Attitude will positively affect the intention to share.

<Figure 1> shows the research model with the

<Table 1> Operational Definitions of Constructs

Construct	Operational Definition		Reference/ Author
Intention	A1. Intention to share knowledge from work with other members. A2. Intention to share knowledge at the request of other members. A3. Intention to share knowledge with other members in a more effective way.		Cheung <i>et al.</i> (2002); Gardner and Amoroso(2004); Lin(2007)
Attitude	B1. Perception that knowledge sharing with organizational members is good. B2. Knowledge sharing is enjoyable. B3. Knowledge sharing is valuable.		Cheung <i>et al.</i> (2002); Gardner and Amoroso(2004); Lin(2007)
Perceived Usefulness	C1. Sharing knowledge improves job performance. C2. Sharing knowledge enhances effectiveness on the job. C3. Sharing knowledge makes it easier to do the job.		Cheung <i>et al.</i> (2002); Gardner and Amoroso(2004); Lin(2007)
Perceived Ease Of Use	D1. Finding that KMS makes it easy to do what the user wants it to do. D2. Sharing knowledge through KMS is simple and not complicated. D3. Finding that knowledge sharing is easy.		Cheung <i>et al.</i> (2002); Gardner and Amoroso(2004); Lin(2007)
Management Support	H1. Enough training on how to find, understand and use the KMS. H2. Receiving sufficient support and assistance from the management to share knowledge.		Quaddus and Xu(2005)
Rewards	F1. Existence of rewards for knowledge sharing F2. Monetary and non-monetary rewards exist in the organization for sharing knowledge. F3. Employee's expectation of monetary rewards in the organization for knowledge sharing.		Goh(2002); Al-Alawi(2007)
Org. Climate	Communication	E1. High level of face-to-face interaction E2. Existence of teamwork discussion and collaboration in the company.	Al-Alawi <i>et al.</i> (2007)
	Organization Structure	G1. Participative decision making. G2. Ease of information flow.	Al-Alawi <i>et al.</i> (2007)
System Quality	I1. KMS in the organization has up-to-date functions. I2. KMS is operating precisely and functions well. I3. KMS meets a variety of needs.		Clay <i>et al.</i> (2005); DeLone <i>et al.</i> (1992)

hypotheses.

IV. Methodology

4.1 Measures

Theoretical constructs were “operationalized” using validated items from prior studies. The TAM scales of perceived usefulness, perceived ease of use, attitude, and intention were measured by adapting items from the previous papers(Cheung *et al.*, 2002; Gardner and Amoroso, 2004; Lin, 2007).

The external variables included management support, rewards and organizational climate the under organizational factor and system quality.

The management support construct was derived from Quaddus and Xu(2005). Rewards, on the other hand, were studied by Goh(2002) and Al-Alawi *et al.*(2007). The organizational climate(communication and organization structure) variable came from the paper by Al-Alawi *et al.*(2007). Lastly, system quality was measured using items from the studies of DeLeon and McLean(1992) and Clay *et al.*(2005).

All operational definitions of constructs are summarized in <Table 1>.

4.2 Data Collection

Respondents came from two working places: S and L companies which are both based in Gumi City, South Korea. 200 questionnaires were prepared and mailed. And, finally, 171 responses were received. Among the responses, 59 cases were invalid, leaving a total of 112 valid questionnaires for the study.

The employees originate mainly from human resources(30.4%), others(22.3%), and administrative

department(20.5%) respectively. Employees occupying the low-level position(operational) comprised the majority of respondents(71.4%), followed by those in the middle-level or managerial(24.1%) and top-level(2.7%) position. Respondents who have worked for their respective companies for about 21 years and above(47.3%) comprised the main body of the group. Next are those with 16~20 years(24.1%) and 11~15(14.3%). <Table 2> shows the descriptive frequencies of the respondents.

<Table 2> Descriptive Frequencies

		Frequency	Percentage
Department	Product/Service	17	15.2
	Marketing	4	3.6
	Human Resources	34	30.4
	Finance	9	8.0
	Admin.	23	20.5
	Others	25	22.3
	Total	112	100.0
Position	Top-level	3	2.7
	Middle-level	27	24.1
	Low-level	80	71.4
	Total	110	98.2
	Missing	2	1.8
	Total	112	100.0
Years in Job	Above 20 years	53	47.3
	16-20	27	24.1
	11-15	16	14.3
	6-10	8	7.1
	1-5	8	7.1
	Total	112	100.0

V. Results

The research model was examined with structural

equation modeling(SEM). Presented below are the findings of the test(<Table 3> ~ <Table 6>).

5.1 Measurement Model

The measurement model is a set of connections between the observed and unobserved variables. It is evaluated like any other SEM model, using goodness-of-fit measures which include chi-square, RMR, GFI, AGFI, NFI and CFI.

The results imply that the measurement model met the standards of the goodness-of-fit test. The recom-

mended value for chi-square is that it should be near to the degree of freedom. The chi-square/degrees of freedom should be less than or equal to 3 or 4. GFI, NFI and CFI should be greater than or equal to 0.90, while the AGFI should be greater than or equal to 0.80.

<Table 4> and <Table 5> show the validity test of the constructs. This assesses what the construct (concept) or scale is, in fact, measuring. To assess construct validity, two checks have to be performed: the convergent validity and discriminant validity. <Table 4> shows that all the composite reliabilities

<Table 3> Results of Measurement Model Testing

Latent Variables	Observed Variables	Regression Estimate	Standardized Regression Weights	Standardized Error	t-value	SMC
Org. Culture	M_MGMT SUPPORT	1.000	0.721			0.520
	M_REWARDS	0.909	0.668	0.109	8.331	0.446
	M_ORG. CLIMATE	1.000	0.949			0.901
System Quality	I1	0.886	0.763	0.108	8.210	0.582
	I2	1.000	0.899			0.808
	I3	0.940	0.836	0.102	9.220	0.699
Intention	A1	1.000	0.896			0.823
	A2	1.001	0.868	0.081	13.514	0.753
	A3	1.030	0.907	0.107	12.729	0.803
Attitude	B1	1.000	0.824			0.680
	B2	0.966	0.780	0.104	9.282	0.608
	B3	1.062	0.836	0.107	9.931	0.699
Perceived Usefulness	C1	1.000	0.777			0.603
	C2	1.120	0.848	0.142	7.885	0.720
	C3	1.150	0.858	0.142	8.070	0.735
Perceived Ease Of Use	D1	1.000	0.842			0.709
	D2	1.154	0.905	0.101	11.397	0.819
	D3	0.991	0.818	0.122	8.114	0.669

Note) chi-square = 81.693 (p = 0.418); d.f. = 80; chi-square/d.f. = 1.025; RMR = 0.050; GFI = 0.928; AGFI = 0.847; NFI = 0.950; CFI = 0.999.

〈Table 4〉 Convergent Validity

Latent Variables	Observed Variables	Factor Loadings	Standardized Factor Loadings	Composite Reliability	AVE
Intention	A1	1	0.896	0.920	0.831
	A2	1.001	0.868		
	A3	1.030	0.907		
Attitude	B1	1	0.824	0.855	0.751
	B2	0.966	0.780		
	B3	1.062	0.836		
Perceived Usefulness	C1	1	0.777	0.868	0.792
	C2	1.120	0.848		
	C3	1.150	0.858		
Perceived Ease Of Use	D1	1	0.842	0.891	0.805
	D2	1.154	0.905		
	D3	0.991	0.818		
Organizational Culture	*M_MGMT SUPPORT	1	0.721	0.828	0.638
	*M_REWARDS	0.909	0.668		
	*M_ORG. CLIMATE	1	0.949		
System Quality	I1	0.886	0.899	0.863	0.793
	I2	1	0.836		
	I3	0.940	0.763		

Note) *: M_MGMT SUPPORT refers to the mean of the management support construct. Similar to the other rewards and organizational climate constructs.

and the average variance extracted measures of the constructs exceed the recommended levels of 0.8 and 0.5, respectively. <Table 5> on the other hand, shows the discriminant validity analysis. The discriminant validity of the constructs was calculated using the process established by Fornell and Larcker(1981), whereby the correlation estimate of a latent variable to another latent variable is squared(R-squared) and then compared with the average variance extracted (AVE). If the result is lower than the calculated AVE, then, it can be concluded that the constructs exhibit

discriminant validity.

5.2 Structural Model

After evaluating the fitness of the measurement model, the next step is to analyze the structural model. This is a model component connecting the unobserved variables to each other. <Table 6> shows the results of the structural model test.

The table above shows the paths in the model and their p-value. The following paths, namely organiza-

〈Table 5〉 Discriminant Validity

	1. Org. Culture	2. System Quality	3. PU	4. PEU	5. Attitude	6. Intention
1	0.636*					
2	0.555	0.793*				
3	0.300	0.313	0.792*			
4	0.441	0.412	0.375	0.805*		
5	0.253	0.288	0.509	0.322	0.751*	
6	0.300	0.223	0.399	0.332	0.732	0.831*

Note) *: the AVE of the construct.

tional culture to perceived usefulness($p = 0.017$), systems quality to perceived ease of use($p = 0.000$), perceived usefulness to attitude($p = 0.000$), perceived ease of use to perceived usefulness($p = 0.000$), perceived ease of use to attitude($p = 0.020$) and attitude to intention to share($p = 0.000$), were found to be significant. However, the perceived usefulness to intention to share($p = 0.777$) path was found not to be significant. <Figure 2> shows the research model with the results. The values on the arrow are the standardized path coefficients and standard errors.

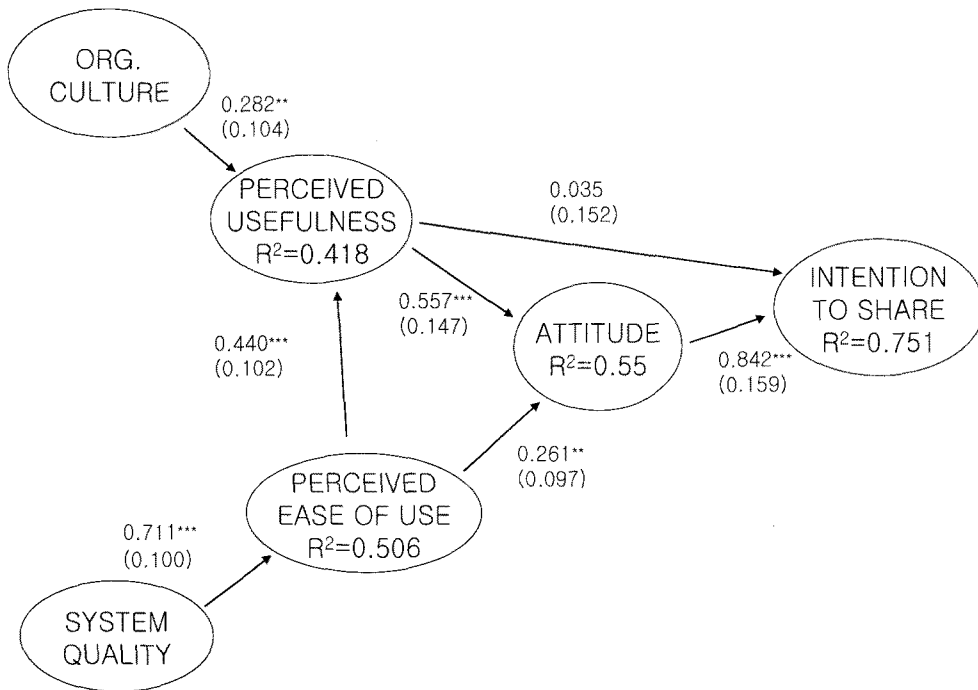
5.3 Discussion

In terms of the proposed antecedent to perceived usefulness, the organizational culture factor appeared to be significant. Organizational culture, composed of the managerial support, rewards and organizational climate, plays an important role in how an individual perceives the usefulness of an activity or object. The managerial support factor had been studied by Quaddus and Xu(2005), and was found to be contributory to KMS diffusion similar to knowledge sharing demonstrated by the results of the study. Knowledge

〈Table 6〉 Results of Structural Model Testing

Hypothesis	Unobserved Variables	Regression Estimate	Standardized Regression Weights	S.E	t-value	p-value	Accept/Reject
H1	Organizational Culture → PU	0.248	0.282	0.104	2.379	0.017	Accept
H2	System Quality → PEU	0.695	0.711	0.100	6.950	0.000	Accept
H3	PU → A	0.591	0.557	0.147	4.022	0.000	Accept
H4	PU → IS	0.043	0.035	0.152	0.284	0.777	Reject
H5	PEU → PU	0.358	0.440	0.102	3.527	0.000	Accept
H6	PEU → A	0.225	0.261	0.097	2.327	0.020	Accept
H7	A → IS	0.984	0.842	0.159	6.183	0.000	Accept

Note) chi-square = 95.439 ($p = 0.228$); d.f. = 86; chi-square/d.f = 1.110 ; RMR = 0.055; GFI = 0.917; AGFI = 0.835; NFI = 0.942; CFI = 0.994.



Note) **: $p < 0.05$, ***: $p < 0.01$.

〈Figure 2〉 Research Model with the Results: Standardized Coefficients

sharing success depends on the top management taking the initiatives and supporting the activity or behavior. Rewards, as well, is a considerable factor of organizational culture. The rewards system existing in a company is a great motivator for an individual to indulge in such a manner. This variable was discussed and investigated in past research(Lim *et al.*(2004), Syed-Ikhsan and Rowland(2004), and Al-Alawi *et al.*(2007). Organizational climate from the paper of Bock *et al.*(2005), stating that this is a critical driver of knowledge sharing. This conforms to the study of Constant *et al.*(1996).

System quality, on the other hand, was also significant in predicting PEU. This is in line with those of previous studies. The result has been consistent also in terms of the two factors affecting attitude, namely PU and PEU, as theorized by the based model.

The study also shows that PU is determined by PEU. The TAM postulated that PEU has a direct effect on PU. Also, this path was found to be significant in the study of Phang *et al.*(2005).

The TAM also theorizes that intention is jointly influenced by the individual's attitude (A) and PU. But the findings in this paper somehow contradict this notion. Only the path from attitude to the intention to share was significant, similar to that established by the TAM. Based on the results, PU does not positively affect the intention to share. This reveals that when PU is high or satisfactory, it does not necessarily mean that the intention to share is high also.

With regard to the problem of the study, it can be said that organizational culture(comprising management support, rewards, and organizational cli-

mate) and system quality are the factors that influence employees to share job-related knowledge in the organization.

VI. Conclusion

The main contribution of this study lies in its attempt to identify the predecessor of perceived usefulness and perceived ease of use. Although perceived usefulness and perceived ease of use are well accepted as the major antecedents affecting attitude, it is practically useful to further elucidate the determinants of these factors. In this study, the hypothesis that organizational culture positively affects the perceived usefulness was accepted. The same thing goes for system quality as an antecedent of perceived ease of use. Also, this research is one of the first studies to focus on job-related knowledge sharing. Knowledge sharing can be carried out unconsciously and informally, and can include a variety of topics, but this paper concentrates only on sharing knowledge that is related to a job. Our objective is to determine the factors that influence this kind of sharing in knowledge management systems. Job-related knowledge sharing is a very important factor in an organization. Employees come and go, but the knowledge should somehow stay. In that way, the company will not suffer.

This study has a few limitations. First, the research was conducted just in a two private firms in Korea, thus, caution needs to be taken as regards generalizing the results. Secondly, the organizational culture concept was considered as a second-order construct with three first-order constructs namely management support, rewards and organizational structure, but we regarded organizational culture as first-order constructs composed of three observed variables transformed as the mean of the three first-order constructs to achieve

better results in the overall goodness-of-fit .

But despite these limitations, managerial and technological implications can be drawn from this study. First, from the managerial perspective, the top management of firms should give more attention to create an atmosphere where employees/workers are encouraged to share their knowledge. Managerial support, rewards, communication and organization structure should be designed in such a way that it will be easy for the employees to open up, to share their expertise and knowledge with other members of the organization. From the technological side, knowledge management systems should be established based on the factors enumerated as indicators of the system quality construct in order to support the sharing of knowledge more effectively.

Given what has been indicated, there is a need for further studies focused on acquiring more empirical evidence and data and surmounting the limitations of this study. Investigating the other factors composing organizational culture is another research area. Finally, special attention should be geared towards identifying the reasons why employees resist sharing their knowledge and how these can be eliminated or at least minimized.

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Factors Affecting Job-Related Knowledge Sharing in Knowledge Management Systems

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Abstract

To ensure continued existence, an organization must develop ways to share the knowledge that is possessed within the organization with the people who need, or who will need, that knowledge. Improving the efficiency of knowledge sharing is a highly desirable goal, but the issue of how best to motivate individuals to share their most valuable knowledge is not yet completely resolved.

This paper aims to provide a sharing model on job related knowledge. Also, it intends to look for the factors that facilitate knowledge sharing among individuals in an organization. The research model is based on the technology acceptance model and it includes the perceived usefulness, perceived ease of use, attitude and intention to share constructs. Also, two external variables namely organizational culture and system quality were added. However, the actual use was excluded.

In the research model, all hypotheses were found to be significant except one, which is the hypothesis that perceived usefulness will positively affect the intention to share.

Keywords: *Knowledge Sharing, Knowledge Management Systems, Technology Acceptance Model*

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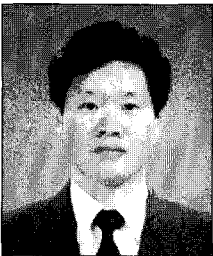
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현재 필리핀 RMTU(Ramon Magsaysay Technological University) 회계 및 경영대학의 강사이며, 필리핀의 Saint Louis University에서 경영학으로 학사학위를 취득하고, 안동대학교에서 경영학 석사학위를 취득하였다. 주요 관심분야는 전자상거래와 지식경영시스템이다.



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현재 안동대학교 경영학과 교수로 재직 중이며, 영남대학교 경영학과를 졸업하고, 경북대학교에서 경영학으로 석사 및 박사학위를 받았다. 안동대학교 기획연구처장 및 산학협력단장, 한국정보시스템학회 '정보시스템연구' 편집위원장, u-경북협의회 부회장을 역임하였다. 주요 관심분야는 전자상거래, 지식경영 및 시스템, 유비쿼터스, 지역 문화·관광·실버·농산업 분야에서의 IT 활용 등이다.

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